Seth 00:00:00
Not all manipulation is a bad thing, right, if you think about it structurally. And that's our business is to create demand and desire responsibly, ethically, morally, and figure out how to do that. Figure out why people make decisions and why they do not.

Matt 00:00:18
To thrive in a rapidly evolving landscape, brands must move at an ever-increasing pace. I'm Matt Britton, founder and CEO of Suzy. Join me and key industry leaders as we dive deep into the shifting consumer trends within their industry, why it matters now, and how you can keep up. Welcome to The Speed of Culture.

Up today on The Speed of Culture podcast, we are thrilled to welcome Seth Matlins, the founder of The Wisdomous Company and the host of the podcast, "Create or Destroy: Reimagining Marketing." Over the course of his career, Seth has helped shape modern marketing from nearly every angle, launching businesses inside companies like CAA and Endeavor, serving as the first global CMO of Live Nation, and, of course, leading the Forbes CMO Network.
Seth, it's so great to see you today. I've been looking forward to this.

Seth 00:01:03
Hey, man. Thank you so much for having me, Matt.

Matt 00:01:05
Absolutely. So for those that don't know you, talk a little bit about your career journey leading up to today and some of the areas that really kinda get you excited every morning and jump out of bed right now.

Seth 00:01:16
Well, those are three questions, I think. I'll start with the first one, and then help me remember the others.

Matt 00:01:23
Fair enough.

Seth 00:01:24
Yeah. My career journey, well, it's a long one at this point too, but it's interesting to me. I hope it will be to somebody else, but it's completely nonlinear except in retrospect. I am not somebody who had a particular plan, a particular vision, a strategy to get from A to Z, to my dismay, and probably, uh, detriment. But I've always been in marketing, and it has been client-side, agency-side my whole career. And as it turns out in retrospect, I've never had a job that existed before I had it. I knew I wanted to get into marketing. I grew up in Manhattan. My parents were marketers, and there was something to me even before I could articulate it about the power of

a story well told to influence attitudes and behaviors that was compelling, that really drew me. And I was the third person in the marketing department in the United States for Evian as my first job, which was an extraordinary privilege.

Matt 00:02:30
Avión tequila?

Seth 00:02:31
No. Evian the bottled water. Preceded Avión tequila with an A by a century or so. And then was in the sports marketing and management business—where'd I go? I ran Rock the Vote, then I wound up at CAA, which you mentioned in your passing, then Live Nation, then blah, blah, blah. In terms of—and I think I remember at least one of the other questions—what keeps me interested, what makes me excited is the ongoing challenge of marketing any product or service. I was just on the phone before we got on together, Matt, with the CMO of a massive company who's been in the job five months. And just as we were talking about the strategic and creative challenges she faces within and beyond her category, that's what has always kept me going today. And, really, since my time at Forbes, I think the incremental and adjacent challenge of marketing, marketing to a business community that doesn't typically understand it and, therefore, gets in its way and, therefore, gets in the way of greater growth and value creation, I also find pretty engaging.

Matt 00:03:44
Yeah. And I'm glad you mentioned, you know—and I know that you have a deep CMO network—and the average CMO tenure in the US, at least, has fallen to roughly forty months in recent years, which means three and a half years is kinda the average, and CEOs last seven to eight years. And, you know, there's a lot of change. It's the only constant.

Seth 00:04:02
Well, look. The CMO tenure narrative is destructive and oftentimes wrong. While the data around forty months—and I think it's closer to forty-two or forty-four—is right, it lacks the context of why. The narrative has been shaped historically by search firms who were in the business of replacing CMOs. So a negative narrative was positive for them. Right? They're the only ones who benefited. And the problem with the narrative is, again, it lacks the context of why. Somebody could look at Antonio Lucio, who just ended his second tenure—it was only twenty-four months. Well, he just went to PayPal.

Matt 00:04:43
That was also his second time at HP.

Seth 00:04:45
It was his second time there, but it lacks the context of why people leave, of why they move, and it leaves people with an implicit narrative: "Oh, they got fired. They couldn't succeed. They

couldn't make it work." And while that is absolutely sometimes the case, it is not the case commonly. It is not the status quo circumstance. They're getting better jobs. They're getting other jobs. They're getting promoted. Sometimes they're retiring. And so I really think the perpetuation of that narrative is wildly self-defeating.

Matt 00:05:15
Well, I think that you're conflating, like, good talent is gonna be fine. And, yes, they jump around, and even younger people—

Seth 00:05:22
That's not necessarily true either. By the way, I'm down with conflating, which is to say good talent needs to be in a position where they can succeed, and there are situations, back to context, where they cannot succeed.

Matt 00:05:35
What are some of the situations?

Seth 00:05:36
Yeah. I don't think I ever did better bottom-line work than I did during my fourteen-month tenure as CMO of Live Nation, but the work I did couldn't survive inside the construct of that organization. It couldn't live inside the construct of that organization, which is neither damning for that organization, which I wish I had invested money back then because it's been like a rocket ship since, nor on the work I did. It does require right moment, right fit, right organizational enterprise sometimes. I'm not saying that's the only reason, but if only talent were enough to guarantee success.

Matt 00:06:16
Yeah. Of course. And when talent isn't enough to guarantee success, a lot of times—and you mentioned the word organization—I mean, a lot of CMOs today are just in this position where they have to drive so much change. If you look at AI, one of the bull's-eyes of AI is marketing. And, obviously, there's those that say AI has no role in creative. There's some that say AI has no role in the company, but, obviously, CEOs are getting pressured by Wall Street, and they're pressuring, certainly, their CMOs to adopt AI and drive AI transformation the same way that they were with social media transformation or digital transformation itself. When you found it to be successful, a CMO could basically drive that internal transformation here in 2026. Like, what's true either with the CMO or the organization?

Seth 00:06:59
Well, I think it comes down to the capability and orientation of the CMO and the permission of the organization to allow the CMO to do that. Right? Which is, again, something I talk a lot about, which is a lot of brilliant CMOs are not given the permission to do what they do, at least unfettered by, "Uh, my 12-year-old, who's not the target, hated the ad." Like, that's not gonna

matter whatsoever. But I think you said something that was really important a moment ago, which is they're being charged with driving change, and I think oftentimes the mindset is they're being charged with having to respond to change. And, in fact, half an hour ago, I posted a quote on LinkedIn from Bill Joy from twenty-five years ago. Bill was the co-founder and chief scientist at Sun Microsystems, and what he said twenty-five years ago is "the best way to predict the future is to invent it." And I think that's the opportunity and challenge a lot of brilliant marketers and brilliant organizations face today.

Matt 00:07:58
And, ultimately, if you're gonna invent the future, then you can't look in the rearview mirror as sort of a historical guardrail to move forward. And I think a lot of executives at large, especially Fortune 500 companies, they're not interested in reinventing the wheel. They just wanna continue to cash in. I mean, a lot of times, that's why they end up with big companies to begin with. CMOs sometimes are a little bit different, and they are pioneers, and they wanna go into a big organization and change things. Like, Vineet Mehra, who I'm sure you know well at Chime, like, he's somebody who went in there—now they weren't Bank of America, right?—but they were an established fintech company, but he completely reinvented the way that they market. Was he able to do that at J&J? Not really as much. Right? So I think some of it is based upon, you're right, the organization's ability to ingest any type of dynamism that comes with inventing the future.

Seth 00:08:46
Vineet's a phenomenal example of a brilliant CMO. He's a brilliant CMO not just because he's a great marketer, but because he views himself first and foremost as a commercial leader, which is what everybody in an organization should see themselves as. And I think that you said something that also merits a moment, which is it cannot be change for change's sake. So the best work CMOs have done is to mine what's been done before them, which can be really brave. Right?

Matt 00:09:15
And optimized, right, instead of reinventing the wheel every time.

Seth 00:09:18
Exactly. Right? And I do think there's a pressure that is oftentimes, and again, self-destructive or enterprise-destructive, to change things without asking the right questions about why they need to be changed. Now sometimes transformation companies, turnarounds, of course, they have to be changed. And there's always an opportunity to do better whether you're the same CMO or the next CMO. But there are moments when—they're fewer and further between—when a status quo does serve you. And so being beholden to the status quo is as bad as just throwing it out because it existed before you got there.

Matt 00:09:57

Yeah. I mean, this podcast is supported by Adweek, but I know a lot of times I've worked throughout my career with clients who just wanna get a story out of the week. Like, they're not on the cutting edge, they're on the bleeding edge. You're trying to do something with 3D printing or something right when it comes out so they can say that they did it, and it doesn't move the needle at all. And it is change for change's sake. We've both seen situations like that.

Seth 00:10:18
Yes.

Matt 00:10:19
Yeah. So moving forward, what are some of the new skill sets that you think marketing leaders need to develop based upon the state of the industry here in 2026?

Seth 00:10:29
It's a hard question to answer for a couple of reasons. One, I'm not an operator anymore, so I'm not in that role. And it's become so technical and oftentimes tactical that I don't actually know how to answer it.

Matt 00:10:43
But that's a big change. Right? Because it used to not be that. It used to be sign off on BVDL, anthemic spots, and that was okay, but it has been much more tactical over time.

Seth 00:10:53
A hundred percent. Though I think it's also fair to say it hasn't just been that for twenty-five, thirty years, at least for those who are on the forward edge of it. Because the mass market didn't cease to exist last week. It was crumbling thirty years ago, you know, thirty-five. But your point is a good one, which is, I say a lot, the job has changed dramatically. The role hasn't changed. It is still—the role is still to create and keep a customer, capture attention, influence attitudes and behaviors, drive increasing growth and value, if not valuation. The job—the technical skills are extraordinary. The data fluency, the information fluency, the architecture and orchestration of the job are quite brutal, honestly. And I'll reference Antonio Lucio again, obviously, a brilliant, brilliant, legendary Hall of Fame marketer who said something to me years ago about this. It's like three years ago, we were sitting having coffee at Adcolor, and he said to me, "Today's CMO needs to be the CEO of the function." And like a CEO, she needs to be able to allocate resources, time, capital, and human to drive outcomes. And I think in searching for an answer or a skill, it's a bit of a fool's errand. But I think what I would say, having just said that, is the ability to see horizontally, to think horizontally. We have a generation now of marketers who have been trained in verticals. Right? And in silos, typically don't connect, and so you have a platform marketer who's optimizing for the platform rather than outcomes that actually drive the business forward and thinks they're the same thing. And I think that horizontal, collaborative, integrative, holistic view is essential.

Matt 00:12:44
We'll be right back with The Speed of Culture after a few words from our sponsors.

On the kind of topic of CMOs, and kind of transitioning the conversation a little bit, I have a take on the future of brands I'm just really curious to get your take on. Because if you look at the most prolific brands in America, most of them were built during the TV industrial era where companies could just basically write checks and force their message onto consumers often with their, like, unique selling propositions. And then some of the other biggest brands are just great product utilities. So Airbnb, which is basically a verb, or Instagram or, today, Claude. They're utilities where the power is in the product. They didn't build their brand through advertising. I was surprised even Claude advertised during the Super Bowl because the product itself is really what's gonna take it. The question I have for you is, do you think new brands in the way that the traditional brands we look at, like Nike and Hershey's, could ever really be built again? Or is it much more just about utility and actually driving value to the consumer because things have become so fragmented?

Seth 00:13:44
I think you're right, but I think you've created a false binary. And I think there's also an implicit hypothesis in your note, which is, again, the separation of product and brand, the separation of those two things rather than being inextricably linked. I'm not sure Claude is a great brand yet, though I did think, hands down, they won the Super Bowl. I thought that was a great spot. It's absolutely a great product, and I think on its way to perhaps becoming a great brand, but I don't know that I'd say they're a great brand quite yet.

Matt 00:14:15
What makes a brand a great brand? Isn't—isn't a brand what you say about a company when no one else is in the room?

Seth 00:14:20
I think that's amongst the things, and there are a lot of definitions of brands, but I don't think people are choosing Claude because of "Claude." I think they're choosing Claude because of its product. Now I'm creating the same binary that I said you ought not, so I recognize that, but it is still product-led growth. It is not brand-led growth. What I do think—and I'm a brand marketer through and through—

Matt 00:14:43
That's why I bring it up.

Seth 00:14:44
Yes. I think it's absolutely possible and imperative to build brands in new ways that forge the same emotional connections and, before we get into a conversation about agentic commerce, through different tools. And I think that too is something—going back to my point about the

role is the same, the job is different. What's changed dramatically and will probably be different tomorrow than it is today is the how. But the what and the why, pretty much the same. Right? The how is changing dramatically. The tactical, executional complexity is wild. But I think you still build a brand the same way, which is by differentiating yourself meaningfully. It's easier to differentiate. It's much harder to do it meaningfully with your audience and your prospective audience. And I think—I mean, look. There are a lot of brands—good brands, even old brands—that have just stopped with television altogether, certainly outside of live sports where you actually have an audience that's paying attention. But I have always believed brands—maybe because I'm just a superficial—but brands are the principal driver in many, not all, in many categories, of purchase intent.

Matt 00:16:00
Well, Chanel can still charge $10,000 for a handbag. But the question is, will a new Chanel be built?

Seth 00:16:05
No. You're absolutely right. And, actually, your note reminds me of something that Scott Galloway said a couple of years ago. He wrote about it, and I hope I'm representing what he wrote accurately, which is there was a moment in time, I think it's two or three years ago, where Bernard Arnault, who runs LVMH, became the world's richest man. And in that moment, Galloway's post, again, if I'm representing it accurately, was worth noting that the world's richest person makes something nobody needs. Right? And one could argue, "Yeah, nobody needs a Vuitton purse or wallet to carry their sh*t." But what that ignores is the very human need for the communication of status, for the expression of identity, for things that talk about who we are even if it's just our taste. And I do believe it's not a utilitarian need. It's not a functional need, but it's an emotional need. And I think that too, as we think about what problems we solve for people, what opportunities we create for people, understanding it's Maslow's freaking hierarchy and the role we can play in their lives is essential and, I think, unchanging.

Matt 00:17:16
I just question, is that sort of a backward-looking thing? Because I think there was a time where people built their personal brands through their sneakers or their watches or, you know, or their car. But now I feel like—and I wrote about this in my book—I think it's status update over status symbol. I think that people now identify with experiences and tribes and passion points far more than products. And the thing that's changed is now they have the ability to express that through content creation.

Seth 00:17:49
I don't disagree, but, again, I think you're creating a distinction that may not be there, right, which is to say—and I was really talking about identity more than status and status symbols—which is to say, and first of all, I'm guessing that the car in your driveway, Matt,

reflects something about you as you wanna be seen and that you didn't buy—not knowing what car you drive—you didn't buy the least expensive, highest-review. And, yes, experiences create memories and connections that endure, and I think that's a reaction to things like the pandemic, things like the recession of fifteen years before the pandemic where we learn that possessions are fleeting. They can be taken from us in a moment. I just moved from LA because the fires got so close to us, and I know a hundred people who lost everything in an evening. And so, yeah, we turn to that which can't be taken from us by external circumstance: memories, experiences, and the experiences that engender them, but all of which adds up. And I think this is actually a reasonable parable for marketing itself. These are the ingredients that make up our sense of self, whether it's purely internal and/or how we communicate self externally. And I think the parable to marketing—if I'm using the word parable right, I'm not convinced I am—

Matt 00:19:10
I wouldn't know that.

Seth 00:19:11
Okay. We'll both look it up after. Is marketing's a whole bunch of ingredients, and would that there were a singular recipe that guaranteed a delicious outcome every single time? This is not the world we live in or market in.

Matt 00:19:26
Yeah. It's interesting. Like, you look at chocolate, for example, and there's Hershey's bar, and now there's the Feastables MrBeast bar. Right? And they kinda both ended up at the same place to your point where they're—it's packaged chocolate. One came through an individual creating content and going through the long tail of social media, and then he used a personal brand, and the other one came top-down through traditional media. But they did both end up at the same place, which is a chocolate bar that's packaged. And it's just interesting to think about that way.

Seth 00:19:54
I think you're absolutely right, and yet it'll be interesting—you know, we're saying that about Feastables three, four, I don't know how many years. And it's like, call me in a hundred and twenty years when he's been around as long as Hershey's.

Matt 00:20:07
Right. It'll be interesting because you look at a brand like Nike, and they are at the level of Hershey's and look how much they've struggled. So the minute we think that a brand is infallible, I think it's much harder, and it goes back to the role of the CMO to kind of just rest on your laurels of having a strong brand in a world of disruption like this.

Seth 00:20:25

I think you're right. And people who have heard me talk about Nike a lot, it's such an easy example, that wasn't on the CMO. That was on the CEO who did not understand brand, did not understand anything that makes up a business and really f*cked it up pretty royally.

Matt 00:20:41
Interesting. So would love to hear from you. I was at a conference the other day, and I was interviewed, and I made a comment that pissed everyone off. I'm just really curious to know if it pisses you off if you agree. I made the comment that I don't think that the semicolon matters anymore. And what I meant by that is that in a world of AI, it's much more about you have any ideas on what you wanna write, the stories you wanna tell, than how to grammatically tell [it] correctly. And it was in the context of education and what kids should be taught, and should they be taught things like grammar in a world where—is that gonna be something that's more beneath the hood? And should we instead teach storytelling? And a lot of people thought that that was taking away one of the core functions of humanity, especially our upbringing, which is the ability to read. I wasn't essentially saying you shouldn't be able to read, but we got into this crate. And I just wanna know what your thoughts are on something like that and a broader just talk track from you around, like, what should kids be learning at early ages so they can set themselves up for success in this new world?

Seth 00:21:42
Well, as somebody who has probably abused the comma more than anybody in the history of grammar, I hope you're right, kind of, you know, at least metaphorically. Look. I have a 19 and 20-year-old, and my 19-year-old is a dancer, so he's not wildly concerned about AI's implications on his career at the moment. But my 20-year-old's an economics major, and she's got some real concerns. Look. I'm a big believer that a liberal arts education has always been important, and I actually don't think it's ever been more important. And, again, I think it's gonna go away by and large and continue to be deprioritized. But I think that, look, the two things that are in my head is the cliché, you know, "if the only tool you have is a hammer, every problem's a nail." I do worry very much that we will see AI as our hammer. And yet, to butcher the reference further, AI is an insanely useful tool, and it will only become more so tomorrow. I mean, look at what Google I/O just announced. It's, like, mind-blowing kind of, you know, the potential for the integration of this tool to not just make things more efficient, but in time, if we have the right focus, to make them more effective. And our focus on efficiency at the expense oftentimes of effectiveness is wildly deleterious. But teaching people how to use the tool is of essence, and it was not five years ago, was not three years ago. I do not think again that we need to separate the use of the tool from being a broader thinker, a more informed thinker, a more educated human. And so if the semicolon becomes a metaphor for process, I think it still matters. If it's literal, I tend to think you're right, and, you know, we'll have a machine will be our editor. And doesn't matter if I abuse a comma; they put it back in the right place.

Matt 00:23:41
Critical thinking still needs to be there, essentially.

Seth 00:23:43
It definitely doesn't piss me off. So, you know, your question.

Matt 00:23:46
Nice. Okay. Score one for me. So shifting gears to wrap up here, I'd love to hear about what you're working on right now. I know that you're talking to a lot of marketers and trying to help them navigate the future, and I know that you recently launched a podcast that you plan on taking to more of a media platform and just wanna hear about both of those initiatives.

Seth 00:24:04
Yeah. So my entire career has been built on the belief that marketing is the greatest of strategic and financial engines in an enterprise. That's my bias. It's my belief. It's my conviction. And despite everything change and changing, it remains exactly that. At least its potential of to be exactly that. So I left Forbes, which was an absolute privilege to have been part of that organization that ran that mission. In January, I started, as you said in your kind introduction, which was rather breathless—you're have a career as an auctioneer, I think—to start The Wisdomous Company.

The Wisdomous Company, really, in this moment, does a few things. Most importantly and significantly, it houses my partnership with Vox Media. Vox Media and I have just launched a week ago from this telling my new show. It's called "Create or Destroy: Reimagining Marketing." You mentioned it also in that breathless intro, and its whole premise is that any decision and every decision a company makes, not just the marketing ones, not just the ones made by the chief marketing officer, either contribute to value creation or destruction. And that it's black or white. Right? Because resources are limited, and you're either building for creation or you're not. And if you're not, you're leading to destruction at least over time.

The tagline, if you will, of the show is "it's a business show. It's a marketing show. It's a show that argues they've always been the same thing." And my intent, my hope is in engaging guests from across the cultural spectrum, the business spectrum, we will provide insight and observations on how value is created and destroyed that leaves the audience saying, "Oh, I never thought about it that way," or sometimes, "Oh, I never thought about it at all." Because my kind of mission is to help people get out of the way of growth, responsible growth, sustainable growth, and I'm oriented to stakeholders, not just shareholders, so that more growth and value can be created that benefits stakeholders, not just shareholders, but shareholders absolutely.

We also are eventizing this and the "Create or Destroy" sessions, which will be similar to the work I did at Forbes and kind of akin to CMO Summit, but different then. We have a US event in Napa at the end of October. We have a London event at the end of September, and we'll be doing other events, small bespoke, from one conversation to many, that continue this conversation on public and private stages.

Matt 00:26:44
Yeah. I mean, I think the model's spot on. I think, obviously, you have a bunch of leaders that wanna be able to tell their story, that wanna be able to build their brands, and wanna be able to meet and convene and share new ideas. And I think the approach that you're taking—

Seth 00:26:57
Well, I will share just—I'm actually not that interested in leaders who want to tell their story because that's self-promotion and my stages are not the place for that. My stages are the place for leaders to connect and help each other get better at telling different stories and their stories, learning from each other in the —. There's plenty of places for marketers to get microphones and spout key messaging points. I don't have any tolerance for that because it tends to bore the audience. Good for the marketer, bad for the audience, raising the question of whether it actually is good for the marketer. But my objective with everything is to leave the audience better able to do better work because they were there. And if you're just spouting key messaging points from a conference, it's rarely that.

Matt 00:27:42
Yep. Point taken. So to wrap up here, as I mentioned earlier, we have a lot of younger listeners on the podcast. And just from your perspective, what are some of those key specific areas you think young people should be leaning into right now as they prepare maybe for an entry-level path in the world of advertising and marketing?

Seth 00:27:59
Well, I'm gonna first say—and it's funny, I almost linked this in earlier today—it's not advertising and marketing from my perspective. It's marketing is the category, and advertising is a segment within the category. Right? Advertising is just a lever inside marketing, which is to say it differently: all advertising is marketing, not all marketing is advertising. That's my bias. Brand is another lever, blah, blah. And I think that that's actually where my answer to your question might start, which is get really clear on what the role of marketing is in the life of an enterprise or sometimes in the life of your enterprise because it does vary. Get really clear on your role or your passion if you're really leaving college next week and looking for what's next, what role you play and can play and your group plays in driving the business forward. And I said it earlier: I think the greatest thing missing from business is a horizontal perspective, is an understanding that everything connects regardless of whether or not it's in fact connected organizationally. I wish I had more training in finance because marketing is a commercial engine. I also wish I had more training in behavioral economics because we are in the business of influencing attitudes and behaviors that can be wielded for ill or good. Right? You can do bad things with that. We're seeing it play out on America's national stage in real time, but it doesn't have to be bad. Not all manipulation is a bad thing, right, if we think about it structurally. And that's our business: to

create demand and desire responsibly, ethically, morally, and figure out how to do that. Figure out why people make decisions and why they do not. Everything else falls underneath.

Matt 00:29:52
Awesome. So to wrap up here, we always ask our guests if there's a saying or a mantra that's helped kinda guide their professional journey. Just what's the first thing that comes to mind for you?

Seth 00:30:01
Well, the first thing that came to mind is I don't know that it guided my professional journey because my journey started fifteen years before I heard this, but it certainly guided the last twenty years. I was joining CAA, Creative Artists Agency, to start the marketing practice there. I was on a phone call with their general counsel, a legendary guy named Michael Rubel. We had agreed in principle verbally in, you know, the terms. And I should have asked this question before I agreed, but I wasn't that smart. So I said to him afterwards, it's like, what's it gonna take to be successful here? He doesn't miss a f*cking beat, and he says to me, "A high tolerance for ambiguity." I've never obviously forgotten those words. I've never hired somebody who I didn't think subsequently had that high tolerance for ambiguity, and I do not think words could be more suited to this moment than they are, which is we all need a high tolerance for ambiguity.

Matt 00:30:56
Yep. And right now, some people want the assurances of a future that is so unknown and gets more uncertain every single day as we see big tech companies that have tens of billions of profit cut employees. It's like nothing is known moving forward, and you do have to arm yourself with the right skills and, to your point, the ability to be agile and roll with the punches and live an ambiguous future to survive and compete.

Seth 00:31:18
That's exactly right.

Matt 00:31:19
Awesome. Well, it's been a great conversation.

Seth 00:31:20
Thanks for having me.

Matt 00:31:21
No worries. Absolutely. And looking forward to hearing your podcast and continuing to promote it and follow you.

Seth 00:31:27

Yeah. Check it out wherever you get your podcasts and on YouTube, "Create or Destroy: Reimagining Marketing." That's my plug.

Matt 00:31:33
And we'll drop a link to the show notes as well. On behalf of Suzy and the Adweek team, thanks again to Seth Matlins, the founder of The Wisdomous Company and host of the "Create or Destroy: Reimagining Marketing" podcast for joining us today. Be sure to subscribe and review this Speed of Culture podcast on your favorite podcast platform. Till next time. See you soon, everyone. Bye-bye.

The Speed of Culture is brought to you by Suzy as part of the Adweek podcast network and Acast creator network. You can listen, subscribe to all Adweek's podcasts by visiting Adweek.com/podcast. To find out more about Suzy, head to Suzy.com, and make sure to search for The Speed of Culture in Apple Podcasts, Spotify, or anywhere else podcasts are found. Click follow so you don't miss out on any future episodes. On behalf of the team here at Suzy, thanks for listening.